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REPORT OF THE EXECUTIVE BOARD ON THE WORK OF ITS FIRST REGULAR SESSION OF 1994 (23-25 FEBRUARY 1994)*

* The present document is a mimeographed version of the report of the Executive Board of the United Nations Children's Fund on its first regular session (23-25 February 1994). The reports of the second regular session (25-29 April), annual session (2-6 May), and third regular session (21-23 September) will be issued as parts II, III and IV, respectively. The reports will be combined and issued in final form as Official Records of the Economic and Social Council, 1994, Supplement No. 14 (E/1994/34/Rev.1-E/ICEF/1994/13/Rev.1).

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I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund held its first regular session of 1994 at United Nations Headquarters from 23 to 25 February 1994.

A. Opening of the session

2. The session was opened by the Executive Director, who said that because of the unusual circumstances caused by General Assembly resolution 48/162 of 20 December 1993 and the recent election of an entirely new Executive Board, he had been asked to preside over the meeting until the election of the Chairman.

3. In his opening remarks, the Executive Director said it was his fondest hope that the revitalization of United Nations activities in the economic and social fields envisaged in resolution 48/162 would bear fruit immediately when the momentum of progress was tangible and measurable in much of the world. The structural changes were not ends in themselves, but would translate into effective policy guidance, common goals and strategies that worked and into substantive improvement in the ways that the components of the United Nations system worked together to promote human development. The secretariat welcomed wholeheartedly resolution 48/162 and believed that its effective implementation could lead to a stronger, more effective UNICEF (see also paras. 11-64 below and chap. III, decision 1994/R.1/1). The secretariat also welcomed the opportunity to have more frequent dialogue with the Executive Board, which would promote greater transparency and understanding of the role and activities of UNICEF, particularly in the field. It would provide new opportunities for clear guidance by the Board to the secretariat, but the increase in the number of regular sessions of the Board should not be allowed to lead inadvertently to micromanagement.

4. The greatest strength of UNICEF was in the existence of a grand alliance for children, he said, a movement bringing together Governments and civil society around the globe. That broad collaboration must continue, not only with non-member States, but also with National Committees for UNICEF, non-governmental organizations (NGOs) and other strategic partners in the growing movement for children. Their effective participation, ongoing input and enthusiasm were critical to the future of UNICEF.

5. In addition to the dialogue on issues of structure and process, the Executive Board also had other important items on its agenda. Regarding the UNICEF Maurice Pate Award, he recommended, with the endorsement of the Bureau of the last Executive Board, that it be given to the All-China Women's Federation (ACWF) in recognition of its exemplary leadership in promoting the well-being of children and women on a nationwide scale. That remarkable organization had done much towards achieving the goals for children and development in the 1990s (see also paras. 91-92 below and chap. III, decision 1994/R.1/5).

6. Concerning the Emergency Programme Fund (EPF), the Board had before it a recommendation to increase the planning level from $14 million to $30 million for the 1994-1995 biennium (E/ICEF/1994/P/L.2). UNICEF assistance had been called for in an increasing number of emergencies, many of them complex, in recent years. In 1992, UNICEF provided emergency assistance in 54 countries, and in 1993, the number rose to 64. Spending on emergencies had increased fourfold over the past four years, from $49 million in 1990 to $223 million in

1993, from under 10 per cent of UNICEF programme expenditures in 1990 to 28 per cent in 1993. To date, EPF had been used effectively as a cash-flow mechanism, but with the increased scale of emergency programmes, and based on experience during 1992-1993, it was clear that the size of EPF was too small, even with the ability to call on the Central Emergency Revolving Fund (CERF). The increase would allow for a more efficient, rapid, and flexible UNICEF response to emergencies (see also paras. 108-112 below and chap. III, decision 1994/R.1/7).

7. The new arrangements for inter-agency action on human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) had been added to the agenda, he continued. UNICEF was working closely with the United Nations Development Programme (UNDP), the World Bank, the United Nations Population Fund (UNFPA), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO) on the establishment of a joint and co-sponsored United Nations programme on HIV/AIDS. The WHO Executive Board recently had passed a resolution in support of the effort. Inter-agency discussions had been under way for the past year, and were continuing, to identify operational steps that could be taken to improve collaboration among United Nations agencies in this important area. UNICEF was participating actively in those discussions and currently was chairing the Inter-agency Advisory Group on AIDS within the United Nations system. The secretariat could prepare a note to assist the Executive Board in its deliberations on the subject at an upcoming session (see also paras. 113-115 below and chap. III, decision 1994/R.1/8).

8. Finally, the Executive Board was being asked to approve the revised proposal for the administrative and management review of UNICEF (E/ICEF/1994/AB/L.1). The new proposal incorporated the valuable comments made at the Board's 1993 regular session and also took into account, as requested by the Board, the restructuring and revitalization of the United Nations in the economic and social fields and the follow-up to the multi-donor evaluation. The secretariat was ready to get the study under way as soon as it was approved, in order to finalize it by the end of 1994. A number of measures had already been taken in that direction (see paras. 93-107 below and chap. III, decision 1994/R.1/6).

B. Election of officers of the Executive Board

9. The officers of the Executive Board for the period 1 January-31 December 1994 were elected as follows:

Chairman: H.E. Miss Anna Semamba Makinda (United Republic of Tanzania)

Vice-Chairmen: Mr. Ronaldo Costa Filho (Brazil)
H.E. Dr. Khalil Makkawi (Lebanon)
Mr. Alexei A. Mojoukhov (Belarus)
Mr. Peter Post (Netherlands)

C. Adoption of the agenda

10. The agenda of the session, as adopted, is contained in document E/ICEF/1994/CRP.8.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Implementation of General Assembly resolution 48/162

11. Regarding General Assembly resolution 48/162 of 20 December 1993 on the restructuring and revitalization of the United Nations in the economic, social and related fields, one speaker hoped that implementation of the resolution would bring more efficiency to the work of the Board without compromising the input of participants. In general, delegations supported the principle of more frequent but shorter operational sessions rather than one annual session, and a simple record of decisions rather than lengthy resolutions.

12. One delegation stated that the annual session of the Board should be a series of substantive meetings where decisions were made regarding the functioning of the organization. Resolution 48/162 clearly mandated UNICEF (and other funds and programmes) to meet at their headquarters premises. Meetings must be conducted in all official languages, according to the present rules of the United Nations. The participation of observer delegations was a sovereign right.

13. One delegation stressed that the Board should be involved at the operational level, not in daily or policy issues. Regular meetings at regular intervals would allow for more continuity, and there should be less formal work at the Board and more dialogue between members. Short, problem-oriented documents should be prepared, aimed at decision-making. The annual session should be an opportunity for all members to discuss and agree on more general items.

Dates of future sessions

14. Regarding the dates of future Board sessions, one delegation stated that the concerns of small delegations and the issue of representation from capitals should be taken into account. Several delegations felt that the dates suggested by the secretariat for the third regular session, 21-23 September, were too close to the opening of the General Assembly and indicated a preference for dates earlier in the month.

15. One delegation said that the dates suggested by the secretariat for the annual and second regular sessions were too close, and in fact were back to back, and asked whether the regular session could be held towards the middle or end of May. The secretariat stated that the conference facilities at the United Nations had been reserved for those dates prior to the adoption of resolution 48/162 and it would be difficult to change them given the United Nations heavily charged calendar of meetings.

Committees

16. Several delegations suggested that the standing committee structure of past years (the Programme Committee and the Committee on Administration and Finance) should be abolished as there was always the possibility of setting up ad hoc groups. There should be a flexible machinery for establishing such groups, which perhaps could be established to address specific programme or administrative and financial issues. It also was suggested that the Board as a whole should be responsible for programme and finance decisions. Several delegations said that UNDP had a useful idea of holding one regular session for programme matters and another for administrative and budgetary matters.

17. One delegation expressed general reservations regarding the establishment of ad hoc working groups, but under the present circumstances was not averse to the idea until the structure of meetings evolved. Another delegation said that given the greater frequency of Board sessions resulting from the restructuring, the Board should have the flexibility to use ad hoc groups at the initial stage. One speaker cautioned against summarily abolishing the committees, which should be a decision based on the needs of the Board. The speaker did not favour ad hoc groups as a regular means of work and hoped that the Board would settle issues through meetings of the whole, which would be helpful for transparency. Another delegation previously had experienced misgivings on practical grounds, but could now join in consensus and urged other delegations to do so as well.

18. Several delegations indicated that while they did not object to the elimination of the committees, the Executive Board would not be able to prejudge its future needs. It might be found later that some type of committee was necessary. The Board should examine its working methods so as to allow for the efficient conduct of business and then establish the necessary structures, whether standing committees or ad hoc working groups. However, too many ad hoc arrangements might create difficulties. The matter should be re-examined at the end of the year.

19. The Chairman said that the consensus was that the old system of having two committees with permanent officers would not apply in the newly reconstituted Board, and that the Board would have to find a new system, which, for the present, would consist of the establishment of ad hoc groups to investigate specific issues and report back to the Board. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

The role of the Bureau

20. Many delegations said that the Bureau had an administrative role and was not a decision-making body or a governing structure for use between sessions. The Bureau should complement the newly restructured and redefined Board, reflecting the atmosphere of change. Secretariat participation should be limited to avoid its domination of the Bureau and ad hoc groups should be chaired by Bureau members. A speaker added that the Bureau, with one member from each of the five regional groups, should be a coordinating body and serve as a vehicle to provide information.

21. While stressing the administrative nature of the Bureau, several delegations called for more dialogue between member States and the secretariat, with the Bureau serving as a bridge between the secretariat and the Executive Board for administrative purposes, without becoming an additional bureaucratic layer. The secretariat could raise issues with the appropriate focal point in the Bureau, who would be in regular communication with members of the Board.

22. One delegation stressed the need for flexibility, saying it would not be useful to establish firm working methods for the Bureau at this point. The liaison function was acceptable, but the Bureau should decide upon its own processes and relationship to the secretariat and the Executive Board.

23. It was agreed that a five-member Bureau would act as a bridge between the secretariat and the regional groups. Participation of the secretariat should be limited and the Bureau should not have decision-making functions. Members of the Bureau should chair working groups or committees. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Conference facilities

24. The Deputy Executive Director, Operations, explained about the preliminary work done by the secretariat on the issue of building conference facilities on the premises of UNICEF headquarters, as specified in General Assembly resolution 48/162. She said that in making preliminary inquiries, the secretariat had acted under the assumption that interpretation facilities would be required for all six official languages and that space would be needed for some 100 seats to accommodate both Board member and observer delegations. If the Board decided otherwise on these points, the secretariat would, of course, take its decisions into account.

25. First, the secretariat had looked at the Labouisse Hall, located on the B-1 level of UNICEF House, she said. At present, the room had facilities for interpretation into two languages and some construction work would be necessary to accommodate the other four. The most costly part of the work would be rearranging the room, hopefully without losing its present flexibility, although she was not sure if this would be possible. It was estimated that it would cost approximately $500,000 for this conversion.

26. Another possible option would be to use other floors at UNICEF House, but this would only be possible on the west side of the building where there was sufficient depth between the windows and the building case. The two top floors of UNICEF House, which had not been included in the UNICEF "package" agreement with New York City, would pose some problems because of ceiling height limitations.

27. At 633 Third Avenue, it would be possible to use the north end of the building for a conference room, she said. In order to allow for an entry foyer, a cloakroom and the room itself, it would be necessary to add 8,000 square feet to the space already planned for immediate use by UNICEF as that space had not been included in the lease-purchase agreement with New York City. The cost for the construction would be approximately $600,000.

28. The best options would thus be either the Labouisse Hall at UNICEF House or at 633 Third Avenue, she concluded. Once the Executive Board had made its final decisions on the number of languages for which facilities would be required and the degree of participation, the secretariat would make a detailed estimate of the costs of the proposed lay-out and submit it to the Board through the Advisory Committee on Administrative and Budgetary Questions.

29. Responding to a query from one delegation, the Deputy Executive Director, Operations, said that there had not been any negotiations with UNDP on the possibility of the two agencies sharing conference facilities, although UNDP had contacted UNICEF to ask how it was proceeding and if it would be possible to do so, either at 633 Third Avenue or in the Labouisse Hall. The latter was now a very flexible space that could be used for a variety of meetings, and the secretariat hoped that it could remain so, but that would depend on the changes required.

30. One speaker said that when drafting the text of General Assembly resolution 48/162, many delegations probably did not realize the costs that would be involved in the construction of new conference facilities. The question of the location of the interpreters also had to be considered, as did the fact that the funds could be put to better use in UNICEF programmes. Perhaps it would be possible to seek an exception to this provision of the General Assembly resolution.

31. Another delegation said that it was concerned about the cost of the facilities but was not suggesting any departure from the terms of General Assembly resolution 48/162. One delegation said the text of the resolution was quite clear: UNICEF was required to set up the facilities as soon as possible, without prejudice to its other resources. If the Board needed to take a decision on the facilities or the necessary resources, it should do so. The conference room would need space for interpretation into six languages and enough space for 100 delegations. There should be a table for the 36 Board members, with room for observers. It was important to explore the possibility of UNICEF and UNDP sharing facilities. The secretariat should explore this possibility and report back to the Board as soon as possible. It seemed that 633 Third Avenue would be the most appropriate site. Another speaker said that the secretariat should be flexible in its approach to the lay-out of the conference facilities, if possible including provision for smaller rooms or spaces for informal consultations.

32. Several delegations said that in view of the costs, it might be better to continue to use the conference facilities at United Nations Headquarters. A number of speakers said that there was no need to make a hasty decision as a number of factors must be considered, including the question of the participation of observers. Other speakers pointed out that General Assembly resolution 48/162 referred to holding Executive Board meetings at the headquarters premises only at such time when the facilities became available and, therefore, the Board could and should continue to meet at United Nations Headquarters for as long as possible. One speaker added that one aim of General Assembly resolution 48/162 was to refocus the work of the Board through meeting in a smaller venue, but that the new atmosphere of cooperation already evident in the Board's workings made the change unnecessary. Another speaker added that a final decision on sharing facilities with UNDP could not be taken quickly as the UNDP Executive Board was still considering an offer by the Government of Germany to relocate its headquarters to that country.

33. One delegation said that the idea of General Assembly resolution 48/162 was to separate the Executive Board from the usual way of doing business at the United Nations, and to that end, the transfer of Board meetings to UNICEF House should be done as soon as possible. Everyone was aware that there would be costs involved, but in fact UNICEF could have saved quite a bit of money by moving to New Rochelle. Another speaker said that this issue was a very important part of the consensus resolution of the General Assembly. In trying to have more frequent meetings, the Executive Board was being told that conference rooms were not available at United Nations Headquarters; there was a clear need for facilities at the headquarters of the agencies themselves. His delegation agreed that the costs quoted by the secretariat were quite high, but this must be seen in the context of the more effective implementation of the work of UNICEF that would result.

34. A number of speakers suggested that the secretariat explore the possibility of sharing conference facilities with UNDP. Some stressed that it was important to have more information on the exact costs of establishing the conference facilities and on the cost-effectiveness of the proposed change. With regard to sharing facilities with UNDP, one delegation said that moving across Forty-fourth Street might not be much different than moving across First Avenue. Questions also were raised about where the funds for the construction would come from, with a number of speakers stressing that programme funds should not be affected. It was mentioned that smaller delegations would have difficulty in attending meetings in different buildings. One delegation, however, said the secretariat must continue to work on a solution to this issue. As a major

donor, it believed that the basis for the Executive Board's work must be General Assembly resolution 48/162, and that continuing to hold meetings at United Nations Headquarters was not an alternative.

35. It was agreed that the secretariat would provide the Executive Board with further information on the issue, including detailed costings for possible options, including for facilities shared with UNDP and UNFPA. The secretariat would prepare a paper on the subject and present it to the Board in the near future. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Languages

36. Introducing this subject, the Secretary of the Executive Board said that at present, all Executive Board documentation appeared in all six official languages of the United Nations. However, it might be possible to reduce costs by having country programme recommendations in the three working languages (English, French and Spanish), as was the practice of UNDP. At most Executive Board meetings, there was simultaneous interpretation in six languages, although in the past, because of limited availability of conference services, there had been some meetings with interpretation in the three working languages or, exceptionally, meetings (usually informal or drafting meetings) without interpretation services. He said that the secretariat would appreciate the guidance of the Executive Board as to whether these practices should be continued.

37. Many delegations stressed the importance of using all official languages for the proceedings of the Executive Board and did not want to see this practice limited. However, some speakers suggested that Board members bear in mind the possibility of streamlining procedures and perhaps of reducing the number of official languages used for informal or even formal meetings because of the scarcity of resources. To this argument, one speaker said that rationalization of resources had never meant depriving delegations of their right to use the official languages. Another speaker added that the greatest savings came from allowing delegations to speak properly and understand what was being said.

38. Regarding the possibility of issuing country programme recommendations in working languages only, one delegation asked what savings could be incurred by doing so. He added that those savings, which were probably considerable, might outweigh the cost of another conference facility. He suggested that delegations which were discussing reducing the number of languages were not trying to be restrictive, but rather to seek some sense of proportion and balance in the costs of the Board's work. The secretariat later informed the Board that issuing documents in all six official languages cost $650 per page.

39. The Board decided to continue to have simultaneous interpretation in the six official languages for its meetings and to issue documents in those languages except for country programme recommendations. The latter would be issued in the three working languages and in one of the other three official languages at the request of the country concerned. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Documentation

40. The Secretary of the Executive Board outlined a number of issues concerning documentation on which the guidance of the Board was needed. These included the continued application of the "six-week" rule, which required that all documents

be available in official languages at least six weeks before the start of a session, and the possible reduction in the number and length of the documents produced for each session. He added that the UNDP Executive Board had decided to have reports of no more than three pages which would include sections identifying the objective of the report, means of implementation and the decision requested of the Board. Where unavoidable, additional information would be provided in an annex or addendum to the report. In addition, the UNDP Executive Board had decided to replace summary records of its regular sessions with a report prepared by the secretariat containing the decisions adopted, which would be issued within a few weeks of the session and adopted at the next session.

41. The Secretary suggested that the Executive Board might wish to consider reducing the six-week deadline for documentation to three weeks, adopting the UNDP policy on the length of documents and abolishing summary records, at least for the regular sessions, as had been recommended by the Committee on Conferences and the General Assembly.

42. One delegation, supported by several others, said this was an area where the Board could rationalize its work so that the agenda could be issue-driven, as opposed to document-driven, as it was in the past. The Board should make a distinction between documents requiring a decision and those provided for information purposes only. The summary records should be abolished immediately, beginning today, as they were issued too late to be of use to most delegations. The documents requiring Board decisions should be much shorter; budget and technical documents might require annexes. The Board need not have an agenda item and discussion for each information document; instead, such documents could be tabled and delegations could raise questions on all of them at the same time. The Board should address the kind of reports it required and ensured that they were suitable for management purposes. There was no need for advocacy in documents produced for the Board. Finally, agenda items should be allocated according to issues rather than merely by the documents requested.

43. A number of speakers supported continuing the six-week rule, with one saying it was particularly important for sending documents to capitals and allowing sufficient time for consultations. One delegation supported reducing the time-frame to three weeks for the regular sessions, but said that the documents for the annual session should be ready six weeks in advance. Another delegation suggested that the six-week rule apply to documents requiring a decision by the Executive Board, and that it be reduced to three weeks for those documents for noting only.

44. Many speakers agreed that summary records should be abolished, with a number suggesting that they be retained for the annual session only. One delegation argued that there should be no summary records even for the annual session as this would place that session above the regular sessions in terms of importance, which was not the case.

45. The Executive Board agreed that all documents should be brief, focused and issue-oriented, and normally not be longer than three pages, with other information, if unavoidable, included in annexes. The Board also decided to abolish all summary records and to maintain the six-week rule when possible. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Decision-making procedures

46. The first speaker said that in the past, the Executive Board had adopted decisions containing preambular and operative paragraphs, with the negotiations on the wording taking a long time. He suggested that with regard to decisions with legal or financial implications, there should be a formal decision by the Board, but without preambular paragraphs. Where policy guidance was needed, the Board could use a concluding statement by the Chairman as a decision. One example of the latter would be the UNICEF contribution to the World Summit for Social Development, for which the Board would probably follow the Executive Director's recommendation. However, for the work plan of the Greeting Card and related Operations (GCO), a formal decision would be required, with the exact language formulated by the Executive Board.

47. Another speaker said that the change in the "culture" of the Executive Board would be most evident in the documentation prepared by the secretariat and in the decisions taken by the Board. In both cases, the results should be simple, focused and clear. Decisions should not repeat the substance of past decisions and there was no need for preambular paragraphs. There was no time for lengthy drafting sessions that took the place of discussion. Instead, the Board should give serious consideration to a format decided upon by the UNDP Executive Board, a "decision memorandum" prepared by the secretariat for adoption by the Board. Others agreed that it was important to reach consensus through dialogue, not drafting sessions, although it was stated that drafting might be needed for some issues. The use of clear and concise language would be important.

48. The Executive Director suggested that the Board might wish to refer this matter to the Bureau for further discussion, adding that some 10 years ago, the Board had not taken formal decisions. Instead, the reports on the Board sessions prepared by the secretariat had summarized the debates and conclusions and then been distributed to delegations for comments. With regard to the three-page limit on documentation, some refinements might be needed, for example, for the biennial administrative and programme support budget. Country programme recommendations might need to be longer than three pages, but perhaps could have a three-page executive summary. Informational and issue-oriented reports could be much shorter. In addition, much of the documentation for the present year was already in preparation and it might be best to continue, rather than interrupt, production. Perhaps the Bureau could discuss the fundamental principle of the three-page rule.

49. One speaker said that there was no need to refer the matter to the Bureau as there was a fair degree of consensus among delegations on the issue. Each document requiring a decision could include a draft text, and if a document was only to be noted, that would be done. Another delegation agreed that the UNDP model might be useful, with documents including a draft decision that could be discussed by the Executive Board. One speaker suggested that if there was no agreement on the draft suggested by the secretariat, it could be redrafted by the secretariat based on the discussion and an alternative text prepared. It also was stated that there would be a mechanism for informal consultations prior to Board sessions, which could be another means of communicating such information.

50. One delegation said that the Board should be cautious about changing its decision-making procedures, although it was generally in favour of simplifying the process. There currently were three models for decision-making, two of them used by the Economic and Social Council. The first was a chairman's summary,

which was a summary of a discussion and not a legal mandate, and, therefore, not useful for replacing Board decisions. The second was the agreed conclusions of the coordination segment of the Council; these had been designed to simplify the proceedings but, in fact, did not do away with negotiating sessions, as negotiations on the conclusions on humanitarian assistance had taken a full week and perhaps had been less transparent than other types of consultations. The third model was a summary of the decisions taken in a report to be submitted to the Board at its next session, but this could mean that it would take several months for the Board to approve its decisions.

51. Summarizing the discussion, the Chairman said that all members felt that lengthy drafting sessions and long preambles to decisions were unnecessary, but the Board did need to find a modality for deciding on precise language. The format of the reports prepared by the secretariat would be very important in that regard. The Board decided that decisions should be short, in principle without preambular paragraphs, and address the specific issue under consideration. It also decided that consideration should be given to further simplification of its decision-making procedures. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Reports

52. In introducing this subject, the Secretary of the Executive Board stated that resolution 48/162 required the Board to submit an annual report to the Economic and Social Council, which would include a section with a common structure for the development funds and programmes on the basis of specific areas designated by the Council. The current format of the annual report could be adjusted to fit these requirements; a report could be issued for each regular and annual session summarizing the discussion and decisions taken. The reports would be submitted to the next session for approval and all the reports would be consolidated as an annual report to the Economic and Social Council. The Executive Board followed the calendar year, from January through December, and the Council's substantive session would be held in July, so for purposes of the annual report to the Council, the period of time covered would be from July to June.

53. One delegation said that there were a number of issues to be covered under the subject of reports. The Board must present a report to the Economic and Social Council that was short and issue-oriented, rather than a general discussion and details on decisions for the Board's own work. The Board should reach a consensus on the report at the end of each regular session, with a draft or summary available at the end of the session so that members could indicate agreement with the text. The text of all decisions should be available at the end of each session. Another speaker said that if reports were not adopted or at least finished by the end of each session, the Board would run the risk at the next session of re-opening debate on subjects already covered. It also was stated that dissenting views must be recorded in the reports.

54. One speaker said that a simple, short report could be prepared for the annual session and a compilation of reports presented to the Economic and Social Council. The report to the Council should identify the Board decisions requiring substantive action, as opposed to those in which the Board took note of documents. The report also should identify those decisions taken at the request of the Council or the General Assembly. Another delegation said that in order for the Council to fulfil its role in reporting on substantive issues to the General Assembly, UNICEF would need to address substantive themes at the Council. There should not be a summary report available at each session of the

Board as this would lead to drafting groups and require too much time, defeating the point of shorter sessions.

55. Another delegation said that it was important for the Board to receive draft reports by the end of its sessions. Issues requiring action by the Economic and Social Council should be identified. The speaker requested that a background paper be prepared in coordination with UNDP and others for discussion of operational activities by the Council. A second speaker said there should be no distinction between the reports of the annual and regular sessions, which would be against the original idea of restructuring. A third speaker suggested that the chairman summarize the points made and decisions taken at every session, with those summaries constituting the reports. It should be made clear to the Council what UNICEF was doing and what actions had been taken in relation to its mandate.

56. Delegations agreed in their perception of the role of the Economic and Social Council in guidance and policy-making, with the Council having oversight and coordination functions. Because the Council required appropriate information to fulfil that role, one annual report would be submitted to the Council, annexing the reports from the regular sessions. The time-frame was not seen as a problem as the Board would have held three sessions before the Council's substantive session in July and 75 per cent of the Board's work would have been completed by then.

57. One delegation said that it was important to recognize the division of labour between the Executive Boards, the Economic and Social Council and the General Assembly stipulated in resolution 48/162. It was essential that reports take into account the Council's need to engage in coherent policy discussions on the activities of UNICEF and the other funds and programmes. One way would be for the Chairman to provide a summary and another would be to have a rapporteur. In any case, the report must comprise a list of decisions taken and must be issue-oriented. It would take one cycle of the Board year to see how this worked.

58. The Secretary of the Executive Board described the current format of the Board's report to the Economic and Social Council, which included a summary of debates of the plenary meetings and the formal decisions adopted, with the reports of the Programme Committee and the Committee on Administration and Finance annexed to the report. At the end of the Board's annual session, drafts of the Committee reports were distributed for delegations' comments. This procedure could be followed for each session of the newly reconstituted Board and the reports compiled for submission to the Council. Issues of coordination and operational activities should be brought to the attention of the Council in the context of its triennial review of operational activities for development.

59. Several delegations asked if a draft of the annual report could be submitted at the annual session for comments so that it could be amended at the end of the same session. If issues related to the triennial review were to be raised, the Board would require guidance at the beginning of the session in order to be able to provide substantive input.

60. The Executive Board agreed that its reports would follow the guidelines provided in General Assembly resolution 48/162, annex I, paragraph 29 and annex II, section B, paragraph 2. Reports should be clear, concise and issue-oriented. In terms of format, reports of the regular sessions would not be distinguished from reports of the annual sessions. The report to the Economic and Social Council would be a compilation of the reports on regular and

annual sessions. Regarding timing of reports, UNICEF must comply with the schedule of the Economic and Social Council. For 1994, the Board would report to the Council on the first and second regular sessions and the annual session, which would summarize 75 per cent of its work. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Improved modes for regular informal briefings

61. In his introduction, the Secretary of the Executive Board suggested that briefings be held before and after Board sessions. One delegation supported this proposal, but said that the briefings should not become informal consultations that would decide issues which should be decided at formal meetings of the Board.

62. Several delegations welcomed the idea of briefings as a means of increasing transparency, but asked if interpretation would be available. The secretariat said that if required by delegations, interpretation would be organized. One speaker asked if the issue of briefings could be linked to that of premises, which was important since as many as 184 delegations could attend. Another delegation said that informal consultations should take place at UNICEF premises, where smaller meeting facilities could allow for better interchange of ideas, clarification of documents and issue-oriented discussion, while minimizing the use of interpretation services. More formal briefings should be held at United Nations Headquarters, with full interpretation.

63. Another delegation said that when a decision was made to move the formal sessions of the Board to UNICEF premises, then the briefings also would take place there. However, the briefings should not take place at the expense of informal consultations. Other speakers said that briefings should follow the format of meetings held at the United Nations and take place in its conference facilities. They should be announced in the Journal before the end of each Board session and also in between sessions, if necessary. It also was suggested that briefings be held at the request of member States and that senior UNICEF officials be present. Another possibility was that briefings be held during sessions of the Board, as well as before and after.

64. The Executive Board agreed that in accordance with General Assembly resolution 48/162, annex I, paragraph 28, briefings for members of UNICEF would be held before and after formal meetings of the Executive Board, but not limited to those times. Information on dates, time and venue would be supplied well in advance through the Journal. Interpretation would be provided for all official languages. (See chapter III, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

B. Issues and agendas for consideration at future sessions

Calendar of meetings and allocation of items for 1994

65. The Executive Board had before it an informal paper prepared by the secretariat which proposed that the annual session be held 25-29 April and be devoted to discussion of major policy papers, issues of broader interest and GCO because of the time-frame of its budget year, which begins on 1 May. It also proposed that the second regular session take place on 2-4 May and focus on country programmes and regional and interregional recommendations and reports. The third regular session, proposed for 21-23 September, would provide time for a discussion of UNICEF policy in Central and Eastern Europe, the health strategy

paper (a subject of broad interest which normally would be discussed at the annual session) and the questions of UNICEF staff projections and GCO office accommodation, as requested by the Board in decision 1993/26.

66. Many speakers said that the Board would need to decide on the number of sessions to be held in 1994 and the division of labour between the regular and annual sessions. Several speakers said that the Board's workload would dictate the number of meetings, and that a clear view of the division of labour would be necessary before deciding on the calendar of meetings. Many delegations said that 1994 was a transitional year and that the number of regular sessions should not be determined in a rigid way. The number and length of sessions would change in future years. The primary goal was to preserve and enhance the quality of the work of the Board.

67. One delegation said that the informal document prepared by the secretariat did not take into account the policy-making role of the Economic and Social Council. For example, the document on the evaluation of the sustainability of activities (E/ICEF/1994/L.5) and the policy review of gender equality and empowerment of women and girls (E/ICEF/1994/L.5) would be more appropriately discussed by the Council. Another speaker said that the division of labour between the Executive Board and the Council should be clear.

68. One delegation said that the proposed dates for the second regular and annual sessions conflicted with field visits organized by UNDP. Also, the third regular session would be held after the opening of the General Assembly session. Several speakers said that because of the presence of high-level officials at that time, it would be difficult for them also to attend to the work of the Executive Board, especially those from small delegations. It would be better if the third regular session could be held earlier in September. Several delegations pointed to conflicts between the scheduled dates of Executive Board sessions and other important meetings and conferences, but there was general recognition that there would always be conflicts for at least some delegations.

69. A number of speakers said that the proposed back-to-back scheduling of the annual and second regular session was reminiscent of past annual sessions. The Board should bear in mind that the aim of restructuring was to distribute its workload more evenly. It was suggested that the second regular session be held at the end of March, but others disagreed with this proposal. In the future, it was agreed, regular sessions should be distributed evenly throughout the year.

70. It was proposed that the second regular session be held in advance of the annual session but still be linked to that session. Some delegations supported linking the two sessions. One delegation supported the secretariat's proposal regarding the division of labour between annual and regular sessions, but said that it was important to discuss the UNICEF strategy for major international events and conferences, such as the International Year of the Family, at the annual session. Several delegations suggested having one regular session for programme matters and another for administrative and financial matters.

71. Following a lengthy discussion of the issue, the Executive Board referred the matter to the Bureau, which prepared an informal paper detailing a proposed calendar of meetings and allocation of items for the annual session to be held 25-29 April, a second regular session to be held 2-6 May and a third regular session to be held 21-23 September.

72. According to a theoretical model also suggested by the Bureau (and adopted by the Board as an addendum to decision 1994/R.1/2 (see chapter III)), broad

policy issues would be addressed at the annual sessions and managerial questions at the regular sessions. The proposed agenda distinguished between issues requiring action and those requiring review and/or noting. Clusters of work were identified for the regular sessions, taking into account the availability of documentation. The time-frame for meetings remained as originally proposed by the secretariat; other dates had been available for meetings with full conference services, but all had coincided with other meetings.

73. Delegations found the principles for the division of labour between annual and regular sessions to be appropriate and useful, reserving the right to suggest amendments and improvements at a later date. However, some delegations found that the allocation of some items did not reflect the division of labour as specified. There ensued a discussion on the allocation of specific items to the different sessions, with the secretariat responding and providing information as necessary. While some delegations supported the scheduling of back-to-back annual and regular sessions, several reiterated their objections, finding this in contradiction to the spirit of resolution 48/162, and it was proposed that the second regular session be held earlier in April or that the annual session be held later in May or in June.

74. The Chairman reiterated the reasons for holding back-to-back sessions: the Board would be able to take advantage of the presence of high-level representatives from capitals who would attend the annual session; with back-to-back sessions, these representatives also would be able to participate in discussions of the country programmes. Because of financial and/or personnel constraints, small delegations, particularly from developing countries, might not be able to attend both sessions if this entailed two separate trips to New York.

75. Several delegations said that the five-day regular session was too long, but were willing to accept it on an exceptional basis during this transitional year because of the Board's present workload.

76. Several delegations requested that the Executive Director include in his report information on activities undertaken in cooperation with the United Nations International Drug Control Programme. One delegation noted particular concern for the impact of drug abuse-related crime on children and felt that UNICEF had a unique opportunity to advocate the anti-drug message.

77. The Executive Board decided that in the interest of maintaining flexibility in the transitional year, the second regular session would be held from 25-29 April, followed by the annual session on 2-6 May. The agenda items for each session would remain as specified in the informal paper presented to the Board by the Bureau. (See chapter III, decision 1994/R.1/2 for the recommendation as adopted by the Executive Board.)

Division of labour between regular and annual sessions

78. In a general discussion on the division of labour between the regular and annual sessions, a number of delegations stressed that policy discussions should take place at the annual session, which would have broader participation, including members of delegations from capitals. It was stated that policy issues such as the UNICEF priority for Africa were of interest to all Member States, not just Board members. One speaker suggested that as a starting-point, items for discussion should be organized thematically and clustered according to issues and not to documents. The regular sessions should, if possible, be

organized thematically, focusing on, for example, country programmes and related matters or administrative and financial issues.

79. However, the same delegation preferred to discuss policy issues at the regular sessions and suggested that the annual session focus on the report of the Executive Director (or relevant issues drawn from that report, as suggested by another speaker), the medium-term plan, follow-up to the World Summit for Children, the UNICEF contribution to the World Summit for Social Development, cooperation with WHO and UNESCO and issues of interest to National Committees for UNICEF, NGOs and other partners, such as GCO. Other delegations supported this proposal in general, although it was suggested that GCO be discussed at a regular session.

80. One speaker asked for a clear separation between policy items, which should be referred to the Economic and Social Council, and technical items, which were the responsibility of the Executive Board. In addition, the annual session also should consider the draft report of the Executive Board to the Economic and Social Council. Another delegation added that in the future, the need for specificity would be important; the Board would have to discuss whether the Council should consider policy issues, such as gender equality, in general, and decide what UNICEF would be asked to do in that area. The Board would need a clear definition of what it was to decide on and be informed about; this should be decided early on and the secretariat should think about the different bodies to which documents would be presented.

81. Another delegation said that on a theoretical level and ideally, there would be a broad discussion by the Economic and Social Council, on a system-wide basis, of the responsibilities of each agency. The decision of the Council would then come to the Executive Board, which would discuss its implementation. On a practical level, however, the documents presently being prepared by the secretariat were a result of the previous mandate of the Board, which did not have a mandate to allocate agenda items for the Economic and Social Council. If the Board did not discuss policy questions, it should at least examine the relevant documents briefly and make recommendations to the Council for its future debates.

82. The Deputy Executive Director, Programmes, said that the Executive Board would probably decide that it would be important for both the Board and the Economic and Social Council to consider policy questions. Perhaps the Board could include on its agenda a discussion of issues that would be addressed by the Council. Interaction between the Executive Board and the secretariat could focus the issues for the Council.

83. Responding to a suggestion by a delegation that the Board review UNICEF staff projections at the second regular session rather than in September at the third regular session as suggested by the secretariat, the Deputy Executive Director, Operations, said that those figures would not be available until later in the year because they were to be compiled as part of the administrative and management study. (See chapter III, decision 1994/R.1/2 for the recommendation as adopted by the Executive Board.)

C. Rules of procedure

84. Introducing the subject, the Secretary of the Executive Board said that following informal consultations held prior to the start of the session, the Executive Director had requested the United Nations Office of Legal Affairs to

review the UNICEF rules of procedure (E/ICEF/177/Rev.5 and Corr.1) in the light of General Assembly resolution 48/162. The Office of Legal Affairs had advised the Executive Director that the present rules of procedure continued to apply until such time as the Executive Board decided to amend them. The Office also had made a number of comments regarding which rules needed to be amended as a consequence of resolution 48/162.

85. One delegation introduced a proposal (E/ICEF/1994/CRP.9), which the speaker said was a first attempt to revise the rules of procedure, taking into account the decisions already taken by the Board on its working methods. The proposed text tried to differentiate between rules of procedure and working methods, with the rules providing an enabling environment for the working methods. In drafting the proposed changes, the original rules of procedure had been adhered to as much as possible in order to maintain the unique character of UNICEF.

86. Following informal consultations on the issue, the Board decided to maintain the present rules of procedure until such time as they were amended and to establish an open-ended working group to review the present rules and make a recommendation no later than the 1994 annual session. (See chapter III, decision 1994/R.1/3 for the recommendation as adopted by the Executive Board.)

D. Executive Board representation on the UNICEF/World Health Organization Joint Committee on Health Policy for the 1994-1996 biennium

87. The Chairman informed Board members of the need to elect an entirely new membership to the UNICEF/WHO Joint Committee on Health Policy for the 1994-1996 biennium, noting that the elections did not necessarily have to take place at the current session. Regional groups were urged to address the issue and select nominees, bearing in mind the criteria governing election to the Joint Committee.

88. Until now, the Executive Board had been represented by the (a) Chairman of the Board and the Chairman of the Programme Committee, both serving as ex officio members; (b) four representatives elected in their personal capacity; and (c) four elected alternates. In electing its representatives, the Chairman stated, the Board should ensure the election of countries that would be on the Board for at least two additional years, with due regard to those who have experience in the Board and expertise in the field of health and to ensuring a balance between developing and industrialized countries.

89. The Chairman reiterated that the issue of the election to the Joint Committee could be addressed at another session, once the issue of the Bureau and of the Programme Committee was resolved. She added that the same would apply to the composition of the UNESCO/UNICEF Joint Committee on Education.

90. During the brief discussion that followed, Board members agreed that given the decision regarding the role and composition of the Bureau and the Committee structure (see paras. 20-23 above and chap. III, decision 1994/R.1/1), the issue of the restructuring and validity of the Joint Committees should be considered at a future session in 1994. In addition, the secretariat was requested to provide a history of the Committees for review. (See chap. III, decision 1994/R.1/4 for the recommendation as adopted by the Executive Board.)

E. UNICEF Maurice Pate Award

91. The Executive Director introduced this agenda item, noting that the recommendation for the 1994 UNICEF Maurice Pate Award (E/ICEF/1994/P/L.1), which described the purpose, process, the recommended candidate and background information on the candidate, was endorsed by the former Bureau. In recommending ACWF, the Executive Director stated that as one of the largest women's NGOs in the world, ACWF was very active in village-level activities, especially universal child immunization. ACWF, he added, was preparing actively for the Fourth World Conference on Women, to be held in Beijing in September 1995.

92. Board member delegations fully endorsed the Executive Director's recommendation that the 1994 UNICEF Maurice Pate Award be presented to ACWF. Commenting on the lack of nominations from the Africa region and the need to increase the pool of nominees, as well as on the issue of equitable geographic representation, several Board members suggested that the nomination and selection procedures be reviewed at a future session. (See chapter III, decision 1994/R.1/5 for the recommendation as adopted by the Executive Board.)

F. Revised proposal for an administrative and management review of UNICEF

93. In introducing the report on the revised proposal for an administrative and management review of UNICEF (E/ICEF/1994/AB/L.1), the Deputy Executive Director, Operations, informed that all comments made by Board members had been taken into account and reminded delegations that at the 1993 regular session the Executive Board had reviewed the secretariat proposal on the subject, as presented in document E/ICEF/1993/AB/L.8, and endorsed the overall approach and framework of the review. The issue was raised again in the context of UNICEF headquarters office accommodation, which was considered by the Board at a special session on 6 and 7 October 1993. At that time the Executive Board requested that the review take place in the fall of 1994 in the context of the review of the projections for the future levels of UNICEF headquarters staff (see E/ICEF/1993/17, decision 1993/26).

94. The Deputy Executive Director, Operations, reported that the secretariat had done a great deal of preliminary work on the review, including contacting both individual consultants and consultancy firms. Responses had been received from 11 firms to date, so the review could begin as soon as the Board took a decision. She also mentioned that the secretariat was examining how to ensure (a) that the consultants were from both developing and industrialized countries; and (b) that the review was carried out in the most efficient, cost-effective and independent manner possible.

95. Board members were informed that the Executive Director would appoint two team leaders, one each from a developing and an industrialized country, based on their knowledge of the United Nations and on their management skills. With regard to cost, the Deputy Executive Director, Operations, noted that the going rate for a reputable consultancy firm was $15,000 per working day plus expenses. That rate, she acknowledged, was unacceptable to the secretariat and would be negotiated. In closing, she stressed the importance of the management review, especially in relation to the evaluation of UNICEF.

96. While several delegations noted with appreciation the efforts of the secretariat in the preparation of the report on this subject and supported the

secretariat's proposal, two proposals for revisions to the report were circulated. With regard to the latter, delegations addressing the subject generally supported the tenor of the revised proposals, finding them constructive in refining the final review. Concern was expressed by some Board members, however, about the late receipt of the proposals which did not give them adequate time for an in-depth review.

97. Other concerns were raised by various Board member delegations. It was felt that the scope of the review should be more focused, targeting management issues rather than structure, and that, therefore, the terms of reference should be reformulated. It was felt, however, that the process should not be unduly delayed.

98. Several delegations highlighted the importance of taking into account the multi-donor evaluation of UNICEF, as well as the deliberations of the working group on evaluation, in the preparation of the management review. Several other Board members cautioned, however, that it might not be appropriate since the multi-donor evaluation was not officially endorsed by the Executive Board. Moreover, one delegation added that although there were indeed some links between the multi-donor evaluation and the management review, they were very separate issues and should be dealt with as such. The importance of the issues of accountability and the interaction of UNICEF with other parts of the United Nations system also were stressed. The secretariat assured the Board that these issues would be covered effectively in the review.

99. The selection of the consultants was viewed as very important to the successful completion of the management review, with several delegations suggesting that the secretariat use a process of competitive international bidding in their selection. More information was requested on the criteria and recruitment of the consultants.

100. The secretariat noted some constraints with regard to the international bidding process, particularly increased costs. The Board also was informed that the results would be different with such a process. The secretariat had contacted both individuals and consultancy companies and had received responses from 11 of them. Bearing in mind the need for developing country experience and staff, the process would entail high-level negotiations.

101. The secretariat explained further that there would be a close link between the consultants and the UNICEF secretariat and clarified the process already in place. There will be a senior coordinator, with one support staff member; the Executive Director and the Deputies will serve as a steering group regarding policy and strategy; and since UNICEF is a field-oriented organization, there will be an advisory group composed of senior headquarters and field staff, all to work with the consultants. There also will be working groups of different levels of staff. In addition, the UNICEF Global Staff Association will establish a liaison group to provide feedback to the staff since they are interested in the management review and secretariat wants their input.

102. Deliberations on the proposed budget focused primarily on the high cost and the secretariat was urged to find ways to reduce it, especially travel costs. One delegation clarified that although cost should be borne in mind, the type of management review requested by the Board was an expensive proposition. It was stressed, however, that the secretariat should try to find a quality company at as reasonable a cost as possible. The need for a cost-benefit analysis was raised by one Board member delegation, while another delegation suggested the establishment of a cost-effective mechanism for dealing with staff costs.

103. With regard to the proposed budget, the secretariat explained that it was actually on the low side and expressed appreciation for the comment about the costs of engaging such consultancy firms. The budget included staff costs of a small internal team working full-time and travel costs, which were substantial. The secretariat added that savings from the approved budget were also going to be used.

104. Following informal consultations, a revised recommendation, taking into account the concerns of various delegations, was presented to members of the Board. In general, delegations expressed support for the proposal, noting that it reflected the changes requested and a good spirit of cooperation on the part of the secretariat.

105. One delegation requested the secretariat to provide the information note called for in the proposal as soon as possible, but no later than the next regular session, and the secretariat agreed to this request. The same delegation stated that the information note should contain not only the names of the consulting firms considered for the exercise and a description of the selection process, but also a detailed breakdown and analysis of the budget, in the interest of having the greatest possible transparency. The Deputy Executive Director, Operations, explained that the secretariat would not be able to provide much more detailed information on the budget until the study was finalized, at which time it would be possible to detail how the funds were spent. Normal practice, it was explained, was to obtain the number of billable hours from consultancy firms, and in the case of the administrative and management review of UNICEF, the fee paid by UNICEF would cover more billable hours than normally would be provided by that amount. Therefore, the secretariat would provide all available information at the next regular session and would submit more detailed information and an analysis of the budget when the review was finalized.

106. Another delegation reaffirmed the need for a financial ceiling and requested that the amount of $1 million be represented in the proposal.

107. In closing the discussion on this issue, the Deputy Executive Director, Operations, stated that the secretariat, as well as the Board, had a common interest in spending as little money as possible on the review. She also accepted the aforementioned proviso provided the secretariat could come back to the Board at the next regular session if the amount of $1 million proved to be inadequate. (See chapter III, decision 1994/R.1/6 for the recommendation as adopted by the Executive Board.)

G. Emergency Programme Fund

108. In introducing the draft recommendation, as contained in document E/ICEF/1994/P/L.2, the Deputy Executive Director, Programmes, reminded Board members of their decision taken at the 1993 regular session not to approve the increase in the level of EPF from $14 million to $30 million for the 1994-1995 biennium pending the results of the General Assembly debate on CERF of the United Nations Department of Humanitarian Affairs (DHA) (E/ICEF/1993/14, decision 1993/7). In resubmitting the recommendation for Board approval, he commented on the deteriorating emergency situation, noting that UNICEF programme expenditure on emergencies in 64 countries amounted to $223 million in 1993. More than 90 per cent of that amount came from general resources allocations of the countries concerned or specific-purpose contributions. EPF, he added, gave UNICEF the capacity to respond rapidly to emergency situations.

109. He explained further that EPF (a) permitted UNICEF to respond to emergency situations not eligible for CERF, adding that although UNICEF used CERF advances more often than other organizations in the United Nations system and was the quickest to reimburse the Fund, UNICEF still required its own resources; and (b) contributed to inter-agency coordination by funding staff and missions. Moreover, several Governments as well as DHA have recognized the need for agencies to have modest reserves to deal with emergencies. He stressed that UNICEF was not proposing a major increase in general resources allocations to emergencies and, therefore, needed a larger reserve that could later receive donations from donors.

110. UNICEF was commended for its work in responding to emergency situations. However, many Board member delegations addressing this issue expressed concern about core funding being diverted from long-term survival, protection and development activities and noted the need for an appropriate balance between emergency and general resources funding. There was overwhelming support for increased coordination within the United Nations system/DHA, with one delegation expressing concern about responding to emergencies outside the coordinated DHA.

111. Several delegations stressed the need for a larger view of emergencies, including financial aspects, and wanted to postpone the decision until the Board had reviewed the report on the use of EPF. Other delegations agreed to the secretariat proposal, while still others agreed in principle, but questioned the need for such a substantial increase.

112. In responding to the debate, the Deputy Executive Director, Programmes, informed Board members that the proposal would account for only 2 per cent of general resources expenditure and that there was no diversion of resources from UNICEF programmes. With regard to the use of supplementary funding for emergencies instead of development programmes, he informed that normal country programme funds have also been used for emergencies as in Somalia. Country ceilings have been maintained, with UNICEF devoting increased attention to development goals in all emergency countries. In conclusion, he reiterated that the Executive Board had agreed at its 1993 regular session to review the EPF funding level for 1994-1995, noting that the secretariat would welcome a decision at the present session to ensure proper planning. (See chapter III, decision 1994/R.1/7 for the recommendation as adopted by the Executive Board.)

H. Human immunodeficiency virus/acquired immunodeficiency syndrome programme

113. Several Board member delegations expressed support for the important initiative of a joint, co-sponsored programme on HIV/AIDS and urged UNICEF to take an active role in the final design of a coordinated approach on HIV/AIDS prevention and care.

114. Several delegations expressed support for the proposal that the secretariat provide at the next regular session of the Board further information on how it could integrate its activities related to HIV/AIDS with the joint, co-sponsored programme currently being negotiated so that the Executive Board could work towards a recommendation for submission to the Economic and Social Council. The same delegations stressed that the final decision of the Board on the UNICEF contribution to the programme should be taken only after a decision on the subject had been taken by the Economic and Social Council.

115. The secretariat agreed to prepare a paper on the subject, adding that UNICEF was concerned about how to ensure that the best arrangements were used so as to produce the most effective results. Board members were informed that UNICEF was already collaborating closely with other agencies, particularly WHO, UNDP and the World Bank, in HIV/AIDS prevention and care in some 30 countries. (See chapter III, decision 1994/R.1/8 for the recommendation as adopted by the Executive Board.)

I. Closing remarks

116. With regard to changes in decision-making procedures, one delegation felt that drafting sessions were useful and should not be abandoned. As an example, the same speaker recalled that at the present session, draft proposals had been submitted for immediate consideration, which produced some confusion. And this situation, he said, could be aggravated in the future with shorter and more frequent sessions. In this connection, another delegation remarked that it would be useful for each session to have each decision in writing, whether taken orally or in writing. The UNDP format, he added, was worthy of Board consideration.

117. In his closing remarks, the Executive Director noted the beginning of a new era, with a different type of Board meeting. He also mentioned the important decisions that had been taken by the Board, adding that perhaps, most importantly, there was broad agreement on the calendar of events for the rest of the year and the division of labour between meetings. It was, he remarked, a good start to the process of implementing General Assembly resolution 48/162.

118. The Chairman reiterated that work would continue on General Assembly resolution 48/162, and thanked Board members for their cooperation and friendly approach to the issues before the Board. She added that the Board would look forward to improving the calendar of meetings and the distribution of work between sessions in the future.

III. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS FIRST REGULAR SESSION OF 1994

1994/R.1/1. Implementation of General Assembly resolution 48/162 on further measures for restructuring and revitalization of the United Nations in the economic, social and related fields, including future working methods of the Executive Board

The Executive Board,

Decides the following on the implementation of General Assembly resolution 48/162:

(a) Committee structure:

In view of the restructuring of the Executive Board, the Board as a whole will address all issues previously discussed in the Programme Committee and Committee on Administration and Finance. The Board may establish ad hoc groups when it deems necessary;

(b) Role and composition of the Bureau:

The Bureau will consist of a Chairman and four Vice-Chairmen representing the five regional groups. It will deal primarily with liaison, administrative and functional matters to enhance the effectiveness of the Board and serve as a focal group for the Board itself;

(c) Conference facilities at the premises:

The Executive Board appreciated the information provided by the secretariat regarding development of conference facilities at the premises of UNICEF headquarters and requested further information, including detailed costing for possible options for such facilities, including those shared with the United Nations Development Programme/United Nations Population Fund and in comparison with United Nations facilities. In view of financial, functional and other important implications, in the spirit of General Assembly resolution 48/162, it was felt that the matter should be examined further by the Board in the near future on the basis of a paper presented by the secretariat;

(d) Languages:

The Executive Board will continue to use the six official languages of the United Nations for purposes of its formal meetings and documentation, with the exception of the country programme recommendations which will be in the three working languages and in one of the six official languages at the request of the country concerned;

(e) Documentation:

Documentation for the Executive Board sessions will be brief, focused and issue-oriented. Documents normally should not be more than three pages, including the draft decision requested of the Board. Where unavoidable, additional information should be provided in an annex or addendum to the document;

The "summary records" should be abolished for the sessions of the Executive Board;

In view of the greater frequency of the Board sessions, the six-week rule for documentation should be applied when possible;

(f) Decision-making procedures:

Decisions should be short, in principle without preambular paragraphs, and address the specific issue under consideration. Consideration should be given to further simplification of the decision-making procedures of the Executive Board;

(g) Reports of the Executive Board and annual report to the Economic and Social Council by the UNICEF Executive Board:

There should be a report for each session of the Executive Board which will include a brief summary of the discussion and the text of decisions adopted at the session. A consolidated version of these reports will be presented to the Economic and Social Council at its substantive session. This annual report should also include issues, as identified in General Assembly resolution 48/162, annex II, paragraph 2, and as decided by the Board. The "common structure" section envisaged in General Assembly resolution 48/162, paragraph 29, also will be incorporated in this report;

(h) Informal briefings:

In accordance with General Assembly resolution 48/162, annex I, paragraph 28, regular informal briefings will be organized for all member States of the Fund. These briefings will be held before and after each Board session. An informal briefing will be held when a member State of the Fund requests it. These briefings will be announced in the United Nations Journal.

1994/R.1/2. Calendar of meetings and allocation of items for 1994 sessions

The Executive Board

Decides to adopt the following work plan for 1994:

I. Second regular session (25-29 April 1994)

Cluster 1 (estimated duration - 3 days)

1. Action required:

(a) Country programmes, regional programmes and International Child Development Centre (ICDC);

(b) Central and Eastern Europe/Commonwealth of Independent States policy review. 1/

1/ Subject to the preparation of the paper.

2. For review and/or noting:

(a) Reports on field visits;

(b) Regional reports.

Cluster 2 (estimated duration - 1 day)

1. Action required:

(a) Greeting Card and related Operations (GCO) work plan and proposed budget;

(b) Report on the use of general resources for projects approved for supplementary funding.

2. For review and/or noting:

(a) GCO financial reports;

(b) Financial reports;

(c) Reduction of outstanding balances through savings or cancellations and funds to cover overexpenditure on approved projects.

Cluster 3 (estimated duration - 1/2 day)

1. Action required:

(a) Report on the UNICEF/World Health Organization Joint Committee on Health Policy;

(b) Report on the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education.

Cluster 4 (estimated duration - 1/2 day)

1. For action, review and/or noting:

(a) Economic and Social Council matters;

(b) Any other business.

II. Annual session (2-6 May 1994)

1. Action required:

(a) Medium-term plan for the period 1994-1997, including the financial medium-term plan;

(b) UNICEF policy on women in development and its contribution to the Fourth World Conference on Women;

(c) UNICEF contribution to the World Summit for Social Development;

(d) [Report on the further elaboration of the UNICEF health strategy]. 2/

2. For review and/or noting:

(a) Report of the Executive Director; 3/

(b) Ensuring child survival, protection and development in Africa;

(c) Progress report on follow-up to the World Summit for Children;

(d) Evaluation of the sustainability of activities, and of the results achieved;

(e) Responses received on issues covered in the multi-donor evaluation;

(f) Emergency operations, including the question of landmines;

(g) [For 1994 only - adoption/amendment to the Rules of Procedure];

(h) Any other business.

III. Third regular session (21-23 September 1994)

Cluster 1 (estimated duration - 1 day)

1. Action required:

(a) Report on the UNICEF Supply Division as a cost centre;

(b) Review of the structure and adequacy of the UNICEF recovery policy;

(c) Review of GCO location in Manhattan.

Cluster 2 (estimated duration - 1 1/2 days)

1. Action required:

(a) Interim assessment of the management review of UNICEF;

(b) Report on projections for the future levels of UNICEF headquarters staff;

(c) Report on the use of global funds, including the Interregional Fund for Programme Preparation, Promotion and Evaluation.

2/ This would normally be a subject for the annual session. This year, however, the report will not be ready in time for the annual session. Therefore, on an exceptional basis, the subject will be discussed at the third regular session in September.

3/ Also to include the issue of drug abuse and its impact on children.

Cluster 3 (estimated duration - 1/4 day)

1. Action required:

(a) Report on the further elaboration of the UNICEF health strategy. 4/

Cluster 4 (estimated duration - 1/4 day)

For action, review and/or noting:

(a) Issues to be addressed by annual and regular sessions/work programme for 1995; 5/

(b) Any other business.

Addendum

GENERAL OUTLINE OF THE DIVISION OF LABOUR BETWEEN ANNUAL AND REGULAR SESSIONS

Principles

1. Agendas for annual and regular sessions must be issue-driven.

2. The number of regular sessions should be dictated by the workload of the Executive Board in a given year.

3. Annual sessions should deal with:

(a) Major policy issues, such as the medium-term plan;

(b) Issues that have broad interest - UNICEF input in global conferences such as the International Conference on Population and Development, the World Summit for Social Development, the Fourth World Conference on Women, etc.;

(c) Coordination questions, such as acquired immunodeficiency syndrome (AIDS), emergencies;

(d) Economic and Social Council input/output, such as Board reports, coordination questions, etc.;

(e) New initiatives (introduction), such as Baby-Friendly Hospitals.

4/ This would normally be a subject for the annual session. This year, however, the report will not be ready in time for the annual session. Therefore, on an exceptional basis, the subject will be discussed at the third regular session in September.

5/ Proposed dates for the first regular session in 1995 - 18-20 January 1995.

4. Regular sessions should deal with (preferably by cluster of issues):

(a) Programme issues, such as country programmes, ICDC, etc.;

(b) Budget issues, such as the utilization of global funds and administrative budget;

(c) Sectoral issues, such as human immunodeficiency syndrome/AIDS;

(d) Organizational issues, such as programme of work, elections, etc.;

(e) New initiatives (implementation), such as Baby-Friendly Hospitals.

1994/R.1/3. Rules of procedure

The Executive Board

1. Decides that the present rules of procedure of the Executive Board (E/ICEF/177/Rev.5 and Corr.1) continue to apply until such time as the Executive Board decides to amend them;

2. Further decides to establish an open-ended working group to review the present rules of procedure with the aim of preparing a recommendation on amended rules of procedure for Board approval no later than the 1994 annual session.

1994/R.1/4. Executive Board representation on the UNICEF/World Health Organization Joint Committee on Health Policy for the 1994-1996 biennium

The Executive Board

Decides to address before the end of the year the question of its representation to the UNICEF/World Health Organization Joint Committee on Health Policy (JCHP) and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education in the context of the decisions taken by the Board on the implementation of General Assembly resolution 48/162. Composition of JCHP for the biennium 1994-1996 will be decided taking into account the outcome of that discussion.

1994/R.1/5. UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1994 UNICEF Maurice Pate Award to the All-China Women's Federation;

2. Approves the allocation of $25,000 from general resources for that purpose;

3. Decides to review the nomination and selection procedures at a future session.

1994/R.1/6. Revised proposal for an administrative and management review of UNICEF

The Executive Board

Approves the revised proposal for an administrative and management review of UNICEF as contained in E/ICEF/1994/AB/L.1, which was subsequently amended following consideration by the Executive Board, with the changes to be incorporated in a revised text (E/ICEF/1994/AB/L.1/Rev.1) to be issued subsequently by the secretariat.

1994/R.1/7. Emergency Programme Fund 6/

The Executive Board,

Having reviewed the Emergency Programme Fund (EPF) recommendation (E/ICEF/1994/P/L.2),

Decides that the level of EPF be increased from $7 million to $15 million per year, or from $14 million tc $30 million for the 1994-1995 biennium. This would represent less than 10 per cent of the estimated total emergency expenditure by UNICEF each year, meaning that more than 90 per cent of such expenditure would be funded from supplementary funds.

1994/R.1/8. Human immunodeficiency virus/acquired immunodeficiency syndrome programme

The Executive Board

Requests UNICEF to treat with urgency negotiation of a joint co-sponsored programme for human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS) and to bring to the next regular session of the Executive Board further information on how it could integrate its activities in HIV/AIDS with such a programme so that the Executive Board can work towards a recommendation of a joint co-sponsored programme to the Economic and Social Council no later than July 1994.

6/ The Executive Board approved this decision with the following provisos: (a) that there would be a broader discussion of EPF at the annual session; (b) that the Board would be informed of how EPF is being used; and (c) that there would be greater transparency in the use of EPF.